OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-3040

July 9, 1992

COMMAND, CONTROL,
COMMUNICATIONS
AND INTELLIGENCE

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF DEFENSE
              (THEATER ASSESSMENTS AND PLANNING),
              OASD (PA&E)

SUBJECT: Involvement of OSD Management in Corporate
           Information Management (CIM) Policy Decisions

        In your memorandum, "Involvement of OSD Management in
Corporate Information Management (CIM) Policy Decisions,"
you stated that there is a definite need for functional
level involvement and information sharing in CIM issues.
Functional managers are and will continue to be the driving
force for major business process improvement efforts for the
Department of Defense (DoD).

        The CIM concept also recognizes the need for
development of a standard DoD-wide technology base.   My
decision on the adoption of IDEF as a standard was based on
recommendations from the technical community and its
demonstrated value to the functional community.   To ensure
enterprise-wide sharing of data, the functional community
must use standard modeling techniques.

        It is critical that both functional and technical
communities have forums that provide advice and share
information on CIM matters.   After carefully considering
your proposal for a comparable forum to the Information
Technology Policy Board (ITPB), I agree with your
recommendations that the Corporate Functional Integration
Board (CFIB) can serve this need. I will initiate action to
amend the CFIB charter to elevate membership to the same
level as the ITPB.   While I will personally chair these
meetings, I will continue to reply on the current "working
level" board to prepare issues for full board consideration
and action.   Based on input from the "working level" board,
a list of issues that need immediate attention of the
executive level CFIB will be developed and a date for the
first meeting will be scheduled.

Thank you for your interest and suggestions. Please contact me if you find that this solution does not satisfy your concerns.

Paul A. Strassmann
Director of Defense Information

cc:
Comptroller
CFIB Members
Executive Secretary, Data
   Admin Council, DISA/CIM

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1800

PROGRAM ANALYSIS
AND EVALUATION

MEMORANDUM FOR THE DIRECTOR OF DEFENSE INFORMATION, OASD(C3I)

SUBJECT: Involvement of OSD Management in CIM Policy Decisions

A member of my staff recently attended a meeting of the Data Administration Council called to discuss the adoption of IDEF1X as a data modeling standard for the Department of Defense. The Information Technology Policy Board (ITPB) had asked for the DAC's views prior to the ITPB's decision on this issue. During the meeting, the participants were informed that IDEF0 has already been approved by the Information Technology Policy Board as the DoD standard for activity modeling.

In my view, neither of these are appropriate decisions for a technology policy group. According to the draft DoDD 8020.1-M, activity and data modeling occur as parts of larger business re-engineering efforts initiated by OSD Staff Principals. Modeling will, therefore, take place at the direction of, under the control of, and with involvement by functional managers within the Office of the Secretary of Defense. More importantly, it will be these functional managers who will be held accountable for the quality of their modeling and for resulting business re-engineering decisions. In such an environment, the selection of an information processing tool becomes much more than a simple technology issue.

Decisions, such as the selection of standard tools for DoD process and data modeling activities, must be made by functional--not technical--managers, although technical advice will certainly be required. Further, those making these decisions should be the functional managers--almost certainly at the Deputy Assistant Secretary level--the OSD Staff Principals will look to for implementation of the Corporate Information Management (CIM) initiative. Functional CIM issues can be quickly resolved, consensus developed, and understanding enhanced if the Corporate Functional Integration Board is employed to full advantage. In my view, this can only happen if you take as active a role in the CFIB as you now do in the ITPB.

I ask that you establish immediately a forum--at least on a par with the Information Technology Policy Board--for functional managers to meet and consider adoption of IDEF0

and IDEF1X as business and data modeling standards, and to otherwise advance the CIM initiative. If the CFIB is to be this forum, then I ask that you amend the CFIB charter to indicate that the board will be chaired by the Director of Defense Information.

Deborah P. Christie

Deborah P. Christie
Deputy Assistant Secretary of Defense
(Theater Assessments and Planning)

Coordination: *[signature]* 5/20/92
DoD Comptroller (ADPS)

cc: Executive Secretary, Data Administration Council, DISA/CIM

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